
North Carolina State Highway Patrol

Presentation to the
Joint Appropriations Subcommittee on Transportation
March 16, 2011

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Administration and Staffing

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Section Functions

- ❑ Commander's Office (Executive Protection, PIO, Legal Services, Budget Analyst):
 - Denotes the pinnacle of Division leadership involving the overall direction and policy-making responsibilities within the organization. The Division's chief executive officer (i.e. Patrol Commander) and the executive officer (i.e. Deputy Commander) lead and direct activities within the organization to establish and communicate the future course, direction, and purpose of the organization.
 - Allotment: 27 Sworn, 11 Non-Sworn
 - Vacancies: 0 Sworn, 1 Non-Sworn



Section Functions

❑ Administrative Services:

- Maintains personnel files, records, documents, and job descriptions for Patrol personnel, and coordinates actions taken regarding salary adjustments, pay equity, new positions, position reclassification among Patrol employees in conjunction with the Department of Crime Control and Public Safety's Human Resource Section to ensure fair employment practices and procedures while maintaining security of personal information.
- Process all employee and contractual receipts and invoices related to travel, household moving, and expense reimbursement requests to ensure the accuracy of claims and timely payment.
- Develop, coordinate, and ensure standardization in recruiting, hiring, performance, promotions, and employee benefits to ensure compliance with equal opportunity mandates, and provide medical services as needed to support the operational needs of the Patrol.
- Allotment: 12 Sworn, 10 Non-Sworn
- Vacancies: 1 Sworn, 0 Non-Sworn



Section Functions

❑ Training Academy:

- Deliver Criminal Justice Education and Training Standards Commission mandated Basic Law Enforcement Training (BLET) and in-service and specialized training to civilian and sworn members of the patrol and other local, state & federal agencies to provide them with training needed to maintain required certifications and document compliance of required training set forth by Federal law, State law and North Carolina Administrative Code.
- Provide, support, equip, and maintain facilities both state owned and otherwise to administratively support quality Patrol training functions. This includes maintaining a Training Academy that includes a cafeteria, driver training facility, armory, dormitories, classrooms, administrative office space and associated supplies or providing similar access to like facilities in other areas of the State.
- Allotment: 27 Sworn, 16 Non-Sworn
- Vacancies: 0 Sworn, 1 Non-Sworn



Section Functions

❑ Professional Standards:

- Conduct research on law enforcement-related programs, provide instruction on total quality management, develop the agency's strategic plan, pursue grant funding, and maintain our accredited status with the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA) in order to provide the best possible law enforcement services to the public.
- Conduct staff inspections of organizational sections/units to ensure uniformity, conformance to policy, and the evaluation of operational readiness to ensure that Patrol operations deliver quality services to the public.
- Receive and ensure investigation of complaints alleging Patrol employee misconduct or job performance, and evaluate policies to ensure employees are serving the organization and public through high ethical standards.
- Allotment: 20 Sworn, 8 Non-Sworn
- Vacancies: 1 Sworn, 0 Non-Sworn



Section Functions

❑ Field Operations / Troop Operations:

- Collect and analyze crash data to direct, develop, coordinate, and supervise statewide enforcement activities, traffic safety education and public safety initiatives, to ensure the safe, efficient transportation on streets and highways.
- Provide for the investigation of traffic collisions, and provide personnel for traffic direction at special assignments (collegiate sporting events, NC State Fair, and NASCAR racing events), protect against civil disorder, respond to manmade and natural disasters, protect against terrorism, reduce crime, and perform other duties as directed by the Governor or the Secretary of Crime Control and Public Safety.
- Serve as a State Emergency Response Team (SERT) member during disasters to direct, coordinate, and supervise statewide Patrol activities from the State Emergency Operations Center (EOC) to ensure the successful deployment of personnel and supplies so as to meet the needs and demands of the public.
- Allotment: 1,340 Sworn, 317 Non-Sworn
- Vacancies: 27 Sworn, 15 Non-Sworn



Section Functions

❑ Field Operations / Special Operations:

- Provide personnel (pre-event, event, and post event) who are qualified experts in the specialized law enforcement disciplines of criminal interdiction, aviation, motorcycle proficiency, canine handling, hazardous materials transportation, collision reconstruction, and mobile field force operations to augment and supplement traditional State Highway Patrol operations, and upon request, deliver such services to other allied agencies.
- Allotment: 82 Sworn, 7 Non-Sworn
- Vacancies: 4 Sworn, 1 Non-Sworn



Section Functions

❑ Field Operations / Motor Carrier:

- Develop and manage a performance based Size and Weight plan, Commercial Vehicle Safety Assistance Plan (MCSAP), as required by the Federal Highway Administration and the Federal Motor Carrier Safety Administration, to protect and reduce damage to the highway infrastructure and enforce motor carrier safety regulations.
- Conduct civil penalty protest reviews and motor carrier account maintenance for citations issued in the enforcement of size and weight and motor carrier regulations in accordance with federal and state law and administrative code.
- Provide personnel to conduct highway construction work zone enforcement to ensure the safety of NCDOT employees/contractors and the motoring public and track activities.
- Develop, at the direction of the Governor's Office, the implementation of the Governor's emergency declarations and executive orders to ensure safe and expedient delivery of supplies and relief equipment to affected areas of manmade or natural disasters.
- Allotment: 309 Sworn, 74 Non-Sworn
- Vacancies: 18 Sworn, 3 Non-Sworn



Section Functions

- ❑ **Support Services (Technical Services / Logistics Unit):**
 - Provide, maintain, and support the mobile data network and an uninterrupted service for network, hardware, software, peripheral equipment, for the users of the State Highway Patrol's computer network.
 - Evaluate, purchase, inventory and issue all equipment and supplies required by the employees of the State Highway Patrol, and for the maintenance and operation of all Highway Patrol facilities to include, but not limited to, cars, uniforms, radios, speed timing equipment, in - car video cameras, supplies and office equipment.
 - VIPER: Design, construct, support, and maintain a statewide 800 MHz interoperable communications system infrastructure for all public safety agencies in North Carolina.
 - Allotment: 10 Sworn, 103 Non-Sworn
 - Vacancies: 0 Sworn, 7 Non-Sworn



Staffing Ratio

- ❑ Our preferred field staffing ratio is 8 troopers to 1 first line supervisor.
- ❑ A Leadership Advisory Group in September 2010 recommended a potential reallocation of 15 Headquarters positions to first line supervisor field positions to assist in obtaining the 8:1 ratio.



Annual Attrition Rate

- ❑ Sworn: 5.70%
- ❑ Non-Sworn: 8.35%
- ❑ Driving Factors: Resignations, Retirements, Dismissals, Promotions



5, 10, 15 Percent Reductions

Percent	Number of Sworn Personnel	Reduction
5	180 Troopers	\$10,036,190
10	340 Troopers	\$20,061,128
15	478 Troopers	\$30,121,340

- ❑ Adversely impact Patrol operations and its ability to effectively serve the citizens of North Carolina, visitors, and the motoring public in general
- ❑ Unable to effectively govern motor vehicular traffic, respond to disasters, respond to calls-for-service in a timely manner
- ❑ This reduction is based on releasing Troopers with the least time-in-service; some districts/troops will experience a higher reduction than others
- ❑ Concern that past and current progress in collision reduction will become vulnerable given the stated decrease in manpower



Basic School

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Basic School

❑ Duration of the Schools

- Fast Track Schools = 17 Weeks
- Traditional Schools = 29 Weeks

❑ Type of Training

- NC BLET Standards and additional SHP training totals 1,305 hours (*see handout for explanation of course titles and length*)



Basic School

□ Frequency and timing of schools

Basic School	Dates Held	Cadets Hired	Troopers Graduated
122	11/19/2007 – 03/13/2008	23	15
123	04/16/2008 – 10/30/2008	48	41
124	10/29/2008 – 02/26/2009	39	31
125	11/12/2008 – 06/04/2009	50	41
126	08/05/2009 – 02/25/2010	59	44
127	08/15/2010 – 03/11/2011	59	38
128	02/27/2011 – Current	59	TBD

75.54% graduate out of the number of Cadets hired for Basic Schools
122 – 127



Basic School Facilities

- ❑ Location / facility (including how other agencies' facilities are used):
 - North Carolina Highway Training Academy, 3318 Garner Road, Raleigh, NC (*Primary Training Facility*)
 - Johnston County Community College – Howell Woods Range, 6601 Devil's Racetrack Road, Bentonville, NC (*Firearms Facility*)

Note: The NCSHP does not own or operate its own Firearms Facility.



Basic School Staffing

- ❑ Commandant (First Sergeant) – Director of Basic School
- ❑ Assistant Commandant (Sergeant) – Assistant Director of Basic School
- ❑ Staff Assistant (3 to 5 Troopers) – Oversees day-to-day operations of entire Cadet class starting Sunday evening until release on Friday afternoon. This includes 24 hour observation, adherence to curriculum, mental and physical health, nutrition, and continuous monitoring of physical training and academics



Basic School Costs

- ❑ Cost per Cadet including equipment issued (first year cost): \$110,746
- ❑ Total estimated annual cost for entire Basic School (first year cost x number of Cadets hired):
 - 127th Basic School: $\$110,746 \times 38 = \4.2M



Basic School / Other Facilities

- ❑ Highway Patrol Basic School training is conducted on the premises of the SHP Training Academy campus with the exception of firearms training because the SHP neither owns nor operates its own firing range.



Basic School Options

- ❑ Delaying the 129th Basic School from September 2011 to August 2012
 - Currently there are 69 sworn vacancies within the Patrol. Pushing the school back to August 2012 will leave us with 176 vacancies. Currently we lose 6.5 sworn positions per month.
- ❑ Delaying the 129th for an entire biennium (will not occur earlier than 2013)
 - We would have 276 vacancies if we went to a biennium start to the Patrol school.



Basic School Options (Continued)

- ❑ Shifting the Basic School schedule to a static basis, operating only one school per fiscal year with no overlap
 - A static schedule of operating one school per fiscal year on top of the vacancies that already exist will lead to an increase of 36 sworn vacancies per year.
 - By delaying the school beyond 2013 and only doing one school per fiscal year, this will take 6.5 years to fill the vacancies.
 - The Patrol could have 1 larger Basic School per year if the campus had additional dormitory and classroom space to accommodate the housing and training of more Cadets (\$23.5M capital improvement request pending – H.B. 137).



Other / Ongoing Training

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Ongoing Training / Sworn

- ❑ The North Carolina Criminal Justice Education and Training Standards Commission, by authority of Administrative Code 12 NCAC 09E, requires 24 hours of in-service training annually.
- ❑ 1,827 sworn members must be trained
- ❑ Mandated subjects include firearms recertification, legal updates, Juvenile Minority Sensitivity Training, Career Survival (Ethics). This accounts for 12-16 hours of the required 24 hours of training.



Ongoing Training / Sworn

- ❑ Departments may choose or develop 8 to 12 hours of training to meet the remaining requirements of the 24 hours of training.
- ❑ Of the departmental choice hours, the Highway Patrol, on an annual basis, must complete:
 - Bloodborne Pathogens training (Federally mandated)
 - Hazardous Materials training, (Federally mandated)
 - Defensive Tactics (OC Spray, Asp Baton, & Vascular Restraints) training (Highway Patrol policy)
 - Mental Health training (CALEA requirement)



Ongoing Training / Sworn

- ❑ With the exception of driver's training and firearms, all other training is generally presented in a lecture or group theory format.



Ongoing Training / Capacity & Location

- ❑ The SHP reduced costs by conducting firearms and classroom training at 8 individual Troops during the past 3 years. The Troops acquire classroom space for 20 to 30 students per session. The classroom locations include Troop Headquarters, community colleges, fire departments, and National Guard armories.



Ongoing Training / Capacity & Location

- ❑ In-Service training is conducted at the Troop level and the Training Academy annually.
 - In-Service schools are conducted over the course of 2 to 5 months.
 - In-Service training consists of 2 to 3 days of training.
- ❑ In 2011, Driver Training In-Service is being offered. As a result, this training will be conducted at the Training Academy in Raleigh.



Ongoing Training / Costs

- ❑ Ongoing Training Coordinator: Lieutenant (\$77,277)
- ❑ Historically, \$25K to \$30K was spent for manuals, instructor materials, and per diem expenses for instructors to attend Train-the-Trainer sessions at the North Carolina Justice Academy. In 2011, these costs have been reduced to approximately \$1K because the SHP produced its own training manual CDs, classroom notebooks, and instructor CDs.
- ❑ 2011 Firearms recertification is approximately \$106K for ammunition, targets, cardboard backs, and supplies.



Ongoing Training / Civilian

❑ Telecommunicators:

- The North Carolina Sheriff's Education and Training Standards Commission requires 16 hours of annual training for 122 certified Telecommunicators
- Training is held in 3 central locations to cut travel and per diem costs (Raleigh, Salisbury, and Newton)
- Telecommunicator In-Service is completed over a period of 3 months between the 3 separate locations



Ongoing Training / Civilian

- ❑ Radio engineers must have:
 - Tower Climbing Certification every 2 years (14 employees)
- ❑ Mechanics must have:
 - On-Board Diagnostics (OBD) Certifications every 2 years
 - Auto Safety Certifications every 4 years



Ongoing Training / Costs

- ❑ The Training Academy's Civilian Training Coordinator (\$38,443) coordinates all civilian-related training.
- ❑ Prior to 2011, Telecommunicator In-Service costs were approximately \$3,548 per year for per diem expenses. In 2011, training was coordinated to reduce per diem expenses to \$505 for the coordinator and 1 instructor.
- ❑ Combined estimated annual costs for OBD and Auto Safety certifications are \$2,617.



- ❑ Utilize SHP's newly acquired ePolicy software to provide remote/mobile online training for In-Service school topics or other mandated training that meets software standards
 - Reduces travel and per diem expenses because sworn and non-sworn employees can complete training at their stations
 - Increases sworn presence on highways during peak collision periods and offers the ability to complete training during non-peak collision periods

